DOCUMENT RESUME

ED 274 266 HE 019 706

AUTHOR Chaffee, Ellen Earle; de Alba, Renee TITLE Strategic Management: A Comprehensive

Bibliography.

INSTITUTION National Center for Higher Education Management

Systems, Boulder, Colo.

SPONS AGENCY National Inst. of Education (ED), Washington, DC.

PUB DATE May 83

CONTRACT 400-80-0109

NOTE 37p.

PUB TYPE Reference Materials - Bibliographies (131)

EDRS PRICE MF01/PC02 Plus Postage.

DESCRIPTORS **Administrator Responsibility; *Business

Administration; *College Administration; College Environment; *College Planning; Decision Making;

Higher Education; Organizational Change;

Organizational Effectiveness; Policy Formation;

*Retrenchment; Technological Advancement *Strategic Management; *Strategic Planning

ABSTRACT

IDENTIFIERS

A bibliography on strategic management is presented to assist both practitioners and researchers. Criteria for inclusion were as follows: (1) general in scope, providing introductory information on a variety of subtopics within strategic management; (2) indications that the work is becoming a classic (i.e., frequent citations by other authors); (3) dealing specifically with the adaptation of an organization to changes in its external environment, or (4) relating strategic management concepts to higher education organizations. In addition, effort was made to include related works dealing with strategy as it relates to decline and recovery from decline. Each of the approximately 310 publications are identified by author, title, publisher, date, and issue numbers, when applicable. (SW)





National Center for Higher Education Management Systems

STRATEGIC MANAGEMENT A Comprehensive Bibliography

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION
CENTER (ERIC)

this document has been reproduced as received from the person or organization originating it.

Minor changes have been made to improve reproduction quality.

 Points of view or opinions stated in this document do not necessarily represent official OERI position or policy

Ellen Earle Chaffee Organizational Studies Division May, 1983

Preparation of this bibliography was sponsored by the National Institute of Education, contract #400-80-0109.

P.O./DRAWER P

BOULDER, COLORADO 80302



STRATEGIC MANAGEMENT

A Comprehensive Bibliography

Ellen Earle Chaffee
National Center for Higher Education Management Systems
P. O. Drawer P
Boulder, CO 80302

with the assistance of Renee de Alba

May 1983

Preparation of this bibliography was sponsored by the National Institute of Education, contract number 400-80-0109.



INTRODUCTION

This bibliography of materials on strategic management was compiled using several criteria for inclusion. A work was included if (1) it was general in scope, providing introductory information on a variety of subtopics within strategic management, (2) it showed signs of becoming a classic, in that it was frequently cited by other authors in the area, (3) it dealt specifically with the adaptation of an organization to changes in its external environment, or (4) it related strategic management concepts to higher education organizations. In addition, there was some effort to include related works dealing with strategy as it relates to decline and recovery from decline.

With the broad boundaries of these criteria, every effort was made to be inclusive. However, it is likely that a number of important works have bee nadvertently omitted. As a quick review of the diversity of journals and publishers in this bibliography will attest, the literature on strategic management finds farflung outlets. The reader who finds promising titles in this list is advised to consult the bibliographies of those works to identify others that are relevant to that subtopic.

The bibliography contains some entries that will be of interest primarily to practitioners, others to researchers. Given the orientation of the compiler of the bibliography, an emphasis on the latter is likely to have developed. Those who are familiar with the journals will be able to identify articles intended for practitioners (for example, those published in <u>Harvard Business Review</u>) and those intended for researchers



(for example, those published in <u>Strategic Management Journal</u>). In the interest of fostering increased utilization of knowledge as well as more pragmatic and realistic research, users of this bibliography are encouraged to disregard the researcher/practitioner distinction.

This bibliography was prepared with the research talents of Renee de Alba and the technical skills and patience of Dee Lowrance and Judy Butler. Their work was outstanding. Any deficiencies that remain are my responsibility.

-Ellen Earle Chaffee



- Abell, D. F., and Hammond, J. S. <u>Strategic Market Planning: Problems and Analytical Approaches</u>. Englewood Cliffs, N.J.: Prentice-Hall, 1979.
- Abernathy, W. J. "Limits of the Learning Curve." <u>Harvard Business Review</u> 52 (September/October 1974):109-19.
- Aharoni, Y.; Maimon, Z.; and Segev, E. "Interrelationships between Environmental Dependencies: A Basis for Tradeoffs to Increase Autonomy." <u>Strategic Management Journal</u> 2 (April/June 1981):197-208.
- Aldrich, Harold. Organizations and Environments. New York: Prentice-Hall, 1979.
- Alpert, Richard. "Strategy, Reform, Faculty Devlopment: A Case Study."

 AAHE Bulletin 33 (November 1980):3-16.
- Amara, Roy. "Strategic Planning in a Changing Corporate Environment."

 Long Range Planning 12 (February 1979):2-16.
- Anderson, Carl R., and Paine, Frank T. "Managerial Perceptions and Strategic Behavior." <u>Academy of Management Journal</u> 18 (December 1975):811-823.
- Anderson, G. L. "The Further Study of Universities as Organizations:
 Off-beat Ideas and New Dimensions." In Reflections on University
 Values and the American Scholar. Edited by G. L. Anderson and
 others. University Park, Penn.: Center for the Study of Higher
 Education at Pennsylvania State University, 1976.
- Anderson, Richard E. <u>Strategic Policy Changes at Private Colleges:</u>
 <u>Educational and Fiscal Implications</u>. New York: Teachers College Press, 1977.
- Anderson, Richard E. "A Financial and Environmental Analysis of Strategic Policy Change at Small Private Colleges." <u>Journal of Higher Education</u> 49 (January-February 1978):30-46.
- Andrew, Loyd D., and Friedman, Burton D. "A Study of the Causes for the Demise of Certain Small, Private, Liberal Arts Colleges in the United States." Staff paper. Blacksburg, Virginia: College of Education, Virginia Polytechnic Institute and State University, May, 1976.



- Andrews, Kenneth R. The Concept of Corporate Strategy. Homewood, Ill.: Richard D. Irwin, Inc., 1971.
- Anshen, Melvin, and Guth, William D. "Strategies for Research in Policy Formulation." Journal of Business 46 (December 1973):499-511.
- Ansoff, H. Igor. Corporate Strategy: An Analytic Approach to Business
 Policy for Growth and Expansion. New York: McGraw-Hill Book Company,
 1965.
- Ansoff, H. Igor. "Managing Strategic Surprise by Response to Weak Signals." California Management Review 18 (Winter 1975):21-33.
- Ansoff, H. Igor. "Planned Management of Turbulent Change." In <u>Encyclopedia of Professional Management</u>. Edited by Lester R. Bittel. New York: Mc-Graw-Hill, 1979.
- Ansoff, H. Igor. <u>Strategic Management</u>. New York: John Wiley and Sons, Inc., 1979.
- Ansoff, H. Igor. "The Changing Shape of the Strategic Problem."

 <u>Strategic Management: A New View of Business Policy and Planning</u>.

 Edited by Dan E. Schendel and Charles W. Hofer. Boston: Little,
 Brown and Co., 1979.
- Ansoff, H. Igor. "Strategic Issue Management." <u>Strategic Management</u>
 <u>Journal</u> 1 (April/June 1980):131-148.
- Ansoff, H. Igor; Brandenburg, R. C.; Portner, F. E.; and Rosondevich, R. Acquisition Behavior of U. S. Manufacturing Firms, 1946-1965.

 Nashville, Tenn.: Vanderbilt University Press, 1971.
- Ansoff, H. Igor; Declerk, Roger P.; and Hayes, Robert L. "From Strategic Planning to Strategic Management." In From Strategic Planning to Strategic Management. Edited by H. Igor Ansoff, Roger P. Declerck, and Robert L. Hayes. New York: John Wiley and Sons, Inc., 1976.
- Ansoff, H. Igor, and Hayes, Robert L. "Introduction." In <u>From Strategic Planning to Strategic Management</u>, pp. 1-12. Edited by H. Igor Ansoff, Roger P. Declerck, and Robert L. Hayes. New York: John Wiley & Sons, 1976.

- Arns, Robert, and Poland, William. "Changing the University through Program Review." <u>Journal of Higher Education</u> 51 (May-June 1980):268-284.
- Ashby, Eric. Adapting Universities for Technological Society. San Francisco: Jossey-Bass, 1974.
- Baker, Michael E. "Strategic Long Range Planning for Universities."
 Paper presented at the Annual Forum of the Association for
 Institutional Research, Atlanta, Georgia, 27 April 1 May, 1980.
- Balderston, F. "Dynamics of Planning: Strategic Approaches and Their Implications for Higher Education." In New Directions for Higher Education: Management Science Applications to Academic Administration. Edited by J. Wilson. San Francisco: Jossey-Bass, 1981.
- Baldridge, J. Victor. <u>Power and Conflict in the University: Research in the Sociology of Complex Organizations</u>. New York: John Wiley and Sons, Inc., 1971.
- Baldridge, J. Victor. "Environmental Pressure, Professional Autonomy and Coping Strategies in Academic Organizations." <u>Academic Governance</u>, Berkeley: McCutchan, 1971.
- Baldridge, J. Victor. "The Analysis of Organizational Change: A Human Relations Strategy Versus a Political Systems Strategy." Educational Researcher 12 (1972).
- Baldridge, J. Victor; Curtis, David V.; Ecker, George; and Riley, Gary L.

 <u>Policy Making and Effective Leadership</u>. San Francisco: Jossey-Bass,
 Inc., 1978.
- Baldridge, J. Victor; Curtis, David V.; Ecker, George; and Riley, Gary L.
 "Managerial Innovation." <u>Journal of Higher Education</u>, 51 (April 1980):117-134.
- Baldridge, J. Victor, and Okimi, Patricia H. "Strategic Planning in Higher Education: New Tool--Or New Gimmick?" <u>AAHE Bulletin</u> (October 1982):6-18.



- Barnard, Chester I. The Functions of the Executive. Cambridge, Mass.: Harvard University, 1938.
- Behn, Robert. "Leadership for Cutback Management: The Use of Corporate Strategy." <u>Public Administration Review</u> 40 (November-December 1980):613-620.
- Biggadike, E. Ralph. <u>Corporate Diversification</u>: <u>Entry, Strategy, and Performance</u>. Boston: Division of Research, Harvard Business School, 1979.
- Bloom, P., and Kotler, P. "Strategies for High Market-Share Companies."

 <u>Harvard Business Review</u> (November-December 1975):63-72.
- Boulding, Kenneth. "The Management of Decline." Change 7 (June 1975):8-9, 64.
- Bourgeois, L. J., III. "Strategy and Environment: A Conceptual Integration." Academy of Management Review 5 (January 1980): 25-39.
- Bourgeois, L. J., III. "Performance and Consensus." Strategic Management Journal 1 (July/September 1980):227-248.
- Bourgeois, L. J., III, and Astley, G. W. "A Strategic Model of Organizational Conduct and Performance." <u>International Studies of Management and Organizations</u> 9 (March 1979):40-66.
- Bower, J. L., and Yves, D. "Strategy Formulation: A Social and Political Process." In <u>Strategic Management: A New View of Business Policy and Planning</u>. Edited by Dan E. Schendel and Charles W. Hofer. Boston: Little, Brown and Company, 1979.
- Bowman, E. H. "Epistemology, Corporate Strategy and Academe." <u>Sloan</u>
 <u>Management Review</u> 15 (Winter 1974):35-50.
- Bowman, E. H. "Strategy and the Weather." <u>Sloan Management Review</u> 17 (Winter 1976):49-62.



- Bracker, Jeff. "The Historical Development of the Strategic Management Concept." Academy of Management Review 52 (April 1980):219-224.
- Brick, Michael, and McGrath, Earl J. <u>Innovation in Liberal Arts Colleges</u>.

 New York: Institute of Higher Education, Teachers' College, Columbia University, 1969.
- Bryson, J. M. "A Perspective on Planning and Crises in the Public Sector." Strategic Management Journal 2 (April/June 1981):181-196.
- Buchele, Robert B. "How to Evaluate a Firm." In <u>Strategy and Policy</u>
 <u>Formation</u>, pp. 85-101. Edited by Robert C. Shirley, Michael H.
 Peters, and Adell El-Ansary. New York: John Wiley & Sons, 1981.
- Bursk, Edward C., and Fenn, D. H. <u>Planning the Future Strategy of Your Business</u>. Boston: Harvard University Press, 1965.
- Cameron, Kim S. "Decline, Strategic Emphasis, and Organizational Effectiveness." Paper presented at the 1982 Association for the Study of Higher Education Conference. Washington, D.C., 3 March 1982.
- Cameron, Kim S. "Strategic Responses to Conditions of Decline: Higher Education and the Private Sector." <u>Journal of Higher Education</u> (forthcoming).
- Cannon, J. Thomas. <u>Business Strategy and Policy</u>. New York: Harcourt Brace Jovanovich, 1968.
- Carman, J. M., and Langeard, E. "Growth Strategies for Service Firms."

 <u>Strategic Management Journal</u> 1 (January/February 1980):7-22.
- Caruthers, J. Kent. <u>Mission Review: Foundation for Strategic Planning</u>.

 Boulder: National Center for Higher Education Management Systems,
 1981.
- Chaffee, Ellen E. <u>Case Studies in College Strategy</u>. Boulder, Colo.: National Center for Higher Education Management Systems, 1982.



- Chaffee, Ellen E. "Turnaround Management Strategies: The Adaptive Model and the Constructive Model." Staff working paper. Boulder, Colo.: National Center for Higher Education Management Systems, 1983.
- Chakravarthy, Balaji S. "Adaptation: A Promising Metaphor for Strategic Management." Academy of Management Review 7 (January 1982):35-44.
- Chandler, Alfred D., Jr. <u>Strategy and Structure</u>. Cambridge, Mass.: MIT Press, 1962.
- Chevalier, M. "The Strategy Spectre Behind Your Market Share." <u>European</u> Business 33 (Summer 1972):63-72.
- Child, John. "Organization Structure and Strategies of Control: A
 Replication of the Aston Study." <u>Administrative Science Quarterly</u> 17
 (June 1972):163-177.
- Child, John. "Organizational Structure, Environment, and Performance: The Role of Strategic Choice." Sociology 6 (January 1972):1-22.
- Clark, Burton R. The Distinctive College. Chicago: Aldine, 1970.
- Clark, Burton R. "The Organizational Saga in Higher Education."

 Administrative Science Quarterly 17 (June 1972):178-184.
- Cohen, Barry G. "An Analysis of Institutional Response and Environmental Constraints with Respect to Patterns of Institutional Enrollment Decline in American Higher Education." Paper presented at the 1982 Association for the Study of Higher Education Conference. Washington, D.C., 3 March 1982.
- Cohen, M. D., and March, J. G. <u>Leadership and Ambiguity</u>. New York: McGraw-Hill Book Company, 1974.
- Cohen, Kalman J., and Cyert, Richard M. "Strategy: Formulation, Implementation, and Monitoring." <u>Journal of Business</u> 46 (September 1973):349-367.



- Collier, Douglas J. The Strategic Planning Concept. Boulder, Colo.:
 National Center for Higher Education Management Systems, February
 1981.
- "Conversation with Reginald H. Jones and Frank Doyle." Organizational
 Dynamics 10 (Winter 1982):42-63.
- Cook, Curtis W. "Corporate Strategy Change Contingencies". Academy of Management Proceedings (August 1975):52-54.
- Cooper, A. C.; DeMuzzio, E.; Hatten, K.; Hicks, E. J.; and Tock, D.
 "Strategic Responses to Technological Threats." <u>Professional Papers</u>
 of the Academy of Management, Division of Business Policy and
 Planning. Boston: 1973.
- Cooper, A. C., and Schendel, Dan. "Strategic Responses to Technological Threats." <u>Business Horizons</u> 19 (February 1976):31-40.
- Cope, Robert G. <u>Strategic Policy Planning: A Guide for College and University Administrators</u>. Littleton: Ireland Educational Corporation, 1978.
- Cope, Robert G. <u>Strategic Planning, Management, and Decision Making</u>.

 Washington, D. C.: American Association for Higher Education, 1981.
- Cope, Robert G. "Six Strategic Preconditions Necessary for a College or University to be Successful in Its Environment." Paper presented at the 21st AIR Annual Forum, Minneapolis, Minnesota, 20 May 1981.
- Cope, Robert G. "Providing Assessments of the Environment for Strategic Planning." <u>Evaluating the Impact of Planning and Management Systems</u>. Edited by N. Poulton. San Francisco: Jossey-Bass, Inc., (in press).
- Cosier, R. A., and Aplin, J. C. "A Critical View of Dialectical Inquiry as a Tool in Strategic Planning." <u>Strategic Management Journal</u> 1 (October/December 1980):343-356.
- Cyert, Richard M. "The Management of Universities of Constant or Decreasing Size." <u>Public Administration Review</u> 38 (July-August 1978):344-49.



- Dill, William R. "Environment as an Influence on Managerial Autonomy."

 Administrative Science Quarterly 2 (March 1958):409-443.
- Dill, William R. "Strategic Management in a Kibitzer's World." In From Strategic Planning to Strategic Management, pp. 126-136. Edited by H. Igor Ansoff, Roger P. Declerck, and Robert L. Hayes. New York: John Wiley & Sons, 1976.
- Dill, William R. "Commentary." <u>Strategic Management: A New View of Business Policy and Planning</u>. Edited by Dan E. Schendel and Charles W. Hofer. Boston: Little, Brown and Co., 1979.
- Dobbie, John W. "Strategic Planning in Large Firms--Some Guidelines." Long-Range Planning 8 (February 1975):81-86.
- Doyle, P., and Lynch, J. E. "A Strategic Model for University Planning."

 <u>Journal of the Operations Research Society</u> 30 (July 1979):603-09.
- Dresch, Stephen. "A Critique of Planning Models for Postsecondary Education." <u>Journal of Higher Education</u> 46 (May-June 1975):245-286.
- Dube, C. S., and Brown, A. W. "Strategic Planning for the Enhancement of Quality in an Era of Scarce Resources." Paper presented at the 16th International Conference of the Society for College and University Planning. Omaha Neb., July 1981.
- Dundas, K. N. M., and Richardson, P. R. "Corporate Strategy and The Concept of Market Failure." <u>Strategic Management Journal</u> 1 (April/June 1980):177-188.
- Ellison, Nolan. "Strategic Planning." <u>Community and Junior College</u>
 <u>Journal</u> 48 (September 1977):32-35.
- Fahey, L. "On Strategic Management Decision Processes." <u>Strategic Management Journal</u> 2 (January/March 1981):43-60.
- Feldman, Martha, and March, James G. "Information in Organizations as Signal and Symbol." <u>Administrative Science Quarterly</u> 26 (June 1981):171-186.



- Fincher, C. "Planning Models and Paradigms in Higher Education." <u>Journal</u> of Higher Education 43 (December 1972):762.
- Flaig, Herbert. "The Budgetary and Planning Options for Higher Education in a Period of Contraction." <u>Planning for Higher Education</u> 8 (Fall 1979):20-27.
- Forester, John. "Questioning and Organizing Attention: Toward a Critical Theory of Planning and Administrative Practice." Administration and Society 13 (August 1981):161-205.
- Frances, Carol. "Apocalyptic vs. Strategic Planning." Change 12 (July-August 1980):19-44.
- Friedman, Y., and Seger, E. "Horizons for Strategic Planning."

 Long-Range Planning 9 (October 1976):84-89.
- Fruhan, W. E., Jr. The Fight for Competitive Advantage: A Study of the U. S. Domestic Trunk Air Carriers. Boston: Harvard Business School, 1972.
- Fruhan, W. E., Jr. "Pyrrhic Victories in Fights for Market Share."

 <u>Harvard Business Review</u> 50 (September/October 1972):100-107.
- Fuller, Bruce. "A Framework for Academic Planning." <u>Journal of Higher</u> Education, 47 (January/February 1976):65-78.
- Galbraith, J. R., and Nathanson, D. A. <u>Strategy Implementation: The Role of Structure and Process</u>. St. Paul, Minn.: West Publishing Company, 1972.
- Gardner, D. E. "Five Evaluation Frameworks: Implications for Decision Making in Higher Education." <u>Journal of Higher Education</u> 48 (September-October 1977):571-593.
- Gaunt, Roger N., and Haight, Michael. "Planning Models in Higher Education Administration." <u>Journal of Education Finance</u> 2 (Winter 1977):305-323.

- Gilmore, Frank F. "Formulating Strategy in Smaller Companies." Harvard Business Review, 49 (September 1971):71-81.
- Gluck, Frederick W.; Kaufman, Stephen P.; and Walleck, A. Steven.
 "Strategic Management for Competitive Advantage." <u>Harvard Business</u>
 Review 58 (July/August 1980):154-161.
- Gluck, F. W.; Foster, R. N.; and Forbis, J. L. "Cure for Strategic Malnutrition." <u>Harvard Business Review</u> 54 (November-December 1976):154-165.
- Glueck, William F. Business Policy: Strategy Formation and Management Action. New York: McGraw-Hill, 1976.
- Glueck, William F. "Business Policy: Reality and Promise." In <u>Proceedings of the National Meeting of the Academy of Management</u>, pp. 108-111. Miss.: Mississippi State University, Academy of Management, 1972.
- Grant, J. H., and King, W. R. "Strategy Formulation: Analytical and Normative Models'." In <u>Strategic Management: A New View of Business Policy and Planning</u>. Edited by Dan E. Schendel and Charles W. Hofer. Boston: Little, Brown and Company, 1979.
- Green, Jim, and Jones Ted. "Strategic Development as a Means of Organizational Change: Four Case Histories." Long Range Planning 14 (June 1981):58-67.
- Green, John L.; Nayyar, Devendra; and Ruch, Richard. <u>Strategic Planning</u>
 and <u>Budgeting for Higher Education</u>. LaJolla, Calif.: J. L. Green and Associates, 1979.
- Green, John L., Jr. "Relationship of Strategic Planning and Budgeting to Financial Difficulty and Organizational Climate in Higher Education." Ph.D. dissertation, Rensselaer Polytechnic Institute, 1976.
- Groff, Warren H. "Key External Data Required in Strategic Decision Making: A New Role for Management Systems." <u>Cause/Effect</u> 4 (January 1981):28-34.

10



- Grove, Samuel K., and Floyd, Carol Everly. "Research on Higher Education Administration and Policy: An Uneven Report." <u>Public Administration</u>
 Review 35 (January/February 1975): 111-18.
- Guth, W. D. "Toward a Social System Theory of Corporate Strategy."

 <u>Journal of Business</u> 49 (July, 1976):374-388.
- Guth, W. D. "Formulating Organizational Objectives and Strategy: A Systematic Approach." <u>Journal of Business Policy</u> (Autumn 1971):24-31.
- Hackman, Judith Dozier, and Libby, Patricia Ann. "Toward More Effective Strategic Planning: Annotated Readings About Planning, Human Information Processing, and Decision Support Systems." Planning for Higher Education 9 (Summer 1981):40-46.
- Hall, D. J., and Saias, M. A. "Strategy Follows Structure!" <u>Strategic Management Journal 1 (April/June 1980):149-164.</u>
- Hambrick, Donald C. "The University as an Organization: How is it erent from a Business?" In <u>Reflections on University Values and American Scholar</u>. Edited by G. L. Anderson. College Park: Center for the Study of Higher Education, Pennsylvania State University, 1976.
- Hambrick, Donald C. "Environmental Scanning, Organizational Strategy, and Executive Roles: A Study in Three Industries." Ph.D. dissertation, Pennsylvania State University, 1979.
- Hambrick, Donald C. "Operationalizing the Concept of Business-Level Strategy in Research." <u>Academy of Management Review</u> 5 (October 1980):567-575.
- Hambrick, Donald C. "Environment, Strategy, and Power Within Top Management Teams." Administrative Science Quarterly 26 (June 1981):253-276.
- Hambrick, Donald C. "Strategic Awareness Within Top Management Teams."

 <u>Strategic Management Journal</u> 2 (July-September 1981):263-280.

- Hambrick, Donald C., and Snow, Charles C. "A Contextual Model of Strategic Decision Making in Organizations." Academy of Management Proceedings (1977):108-112.
- Harrigan, Kathryn R. <u>Strategies for Declining Businesses</u>. Lexington, Mass.: D. C. Heath, 1980.
- Harrigan, Kathryn R. "The Effect of Exit Barriers Upon Strategic Flexibility." <u>Strategic Management Journal</u> 1 (April-June 1980):165-176.
- Harrigan, Kathryn R. "Barriers to Entry and Competitive Strategies."

 <u>Strategic Management Journal</u> 4 (October/December 1981):395-412.
- Harrigan, Kathryn R., and Porter, Michael E. "A Framework for Looking at Endgame Strategies." In <u>Strategic Management and Business Policy: A Book of Readings</u>. Edited by William F. Glueck. New York: McGraw-Hill, 1980.
- Haselhoff, Frits. "A New Paradigm for the Study of Organizational Goals."
 In From Strategic Planning to Strategic Management, pp. 15-27.
 Edited by H. Igor Ansoff, Roger P. Declerck, and Robert L. Hayes.
 New York: John Wiley & Sons, 1976.
- Hatten, Kenneth J. "Quantitative Research Methods in Strategic Management." In <u>Strategic Management</u>, pp. 448-467. Edited by D. E. Schendel, and C. W. Hofer. Boston: Little, Brown and Company, 1979.
- Hatten, Kenneth J., and Schendel, Dan E. "Strategy's Role in Policy Research." <u>Journal of Economics and Business</u>, 28 (Spring/Summer 1976):195-202.
- Hatten, Kenneth J.; Schendel, Dan E.; and Cooper, A. C. "A Strategic Model of the U.S. Brewing Industry, 1952-1971." Institute for Research in Behavioral, Economic and Management Sciences, Purdue University Paper #580, November, 1976.
- Hatten, Mary Louise. "Strategic Management in Not-For-Profit Organizations." Strategic Management Journal 3 (January-March 1982):89-104.



12

- Hayman, John. <u>Relationship of Strategic Planning and Future</u>
 <u>Methodologies</u>. Paper presented at the 1981 Annual Convention of the AERA, Los Angeles, California, April 1981.
- Hedberg, Bo L. T.; Nystrom, Paul C.; and Starbuck, William. "Camping on Seesaws: Prescriptions for a Self-Designing Organization."

 Administrative Science Quarterly 21 (March 1976):41-64.
- Hedley, Barry. "A Fundamental Approach to Strategy Development." Long Range Planning 9 (December 1976):2-11.
- Hedley, Barry. "Strategy and the Business Portfolio." Long Range Planning 10 (February 1977):9-15.
- Hipps, G. Melvin (Ed.). <u>Effective Planned Change Strategies</u>. San Francisco: Jossey-Bass, 1981.
- Hofer, Charles W. "Some Preliminary Research on Patterns of Strategic Behavior." Academy of Management Proceedings (1973):46-59.
- Hofer, Charles W. "Towards a Contingency Theory of Strategic Behavior."

 <u>Academy of Management Journal</u> 18 (December 1975):775-810.
- Hofer, Charles W. "Toward a Contingency Theory of Business Strategy."

 <u>Academy of Management Journal</u> 18 (December 1975):784-810.
- Hofer, Charles W. "A Conceptual Scheme for Formulating a Total Business Strategy." <u>Intercollegiate Case Clearing House</u>, #9-378-726, Boston, 1976.
- Hofer, Charles W. "Research on Strategic Planning: A Survey of Past Studies and Suggestions for Future Efforts." <u>Journal of Economics and Business</u> 28 (Spring/Summer, 1976):261-86.
- Hofer, Charles W. "Turnaround Strategies." In <u>Business Policy and</u>
 <u>Strategic Management</u> (Third Edition), pp. 271-278. Edited by William F. Glueck. New York: McGraw-Hill, 1980.



- Hofer, Charles W., and Merritt, J. Davoust. <u>Successful Strategic</u> <u>Management</u>. Chicago: A. T. Kearney, Inc., 1977.
- Hofer, Charles W., and Schendel, Dan. <u>Strategy Formulation: Analytical</u>
 <u>Concepts</u>. St. Paul, Minn.: West Publishing Company, 1978.
- Hoffman, Richard. "College Enrollments: Strategic Planning in the 1980s." <u>Liberal Education</u> 66 (Fall 1980):347-56.
- Hollowood, James R. "College and University Strategic Planning: A Methodological Approach". Planning for Higher Education 9 (Summer 1981):8-18.
- Horner, David G. "Strategic Planning for Higher Education." Management Focus. San Francisco: Peat, Marwick, Mitchell & Co., 1979.
- Hosmer, LaRue Tone. <u>Academic Strategy</u>. Ann Arbor: Division of Research, Graduate School of Business Administration, University of Michigan, 1978.
- Hosmer, LaRue Tone. Strategic Management. New York: Prentice-Hall, 1982.
- Hrebiniak, Lawrence G. <u>Complex Organizations</u>. St Paul: West Publishing Co., 1978.
- Hruby, Norbert J. A <u>Survival Kit for Invisible Colleges</u>, 2nd ed.
 Boulder, Colo.: National Center for Higher Education Management
 Systems, 1980.
- Hunsicker, J. Q. "Can Top Managers Be Strategists?" <u>Strategic Management</u> Journal 1 (January/March 1980):77-84.
- Hussey, D. E. "Strategic Planning and Inflation." Long-Range Planning 9 (April 1976):24.
- Hutchinson, J. G. Management Strategy and Tactics. New York: Holt, Rinehart and Winston, Inc., 1971.



- Irwin, Patrick. "Who Really Believes in Strategic Planning?" Managerial Planning (November/December 1978).
- Jauch, L. R.; Osborn, R. N.; and Glueck, W. F. "Success in Large Business Organizations: The Environment-Strategy Connection." <u>Academy of Management Proceedings</u> (1977):113-117.
- Jedamus, Paul; Peterson, Marvin W.; and Associates. <u>Improving Academic Management: A Handbook of Planning and Institutional Research</u>. San Francisco: Jossey-Bass, Inc., 1980.
- Jemison, David B. "Organizational versus Environmental Sources of Influence in Strategic Decision Making." <u>Strategic Management</u> Journal 2 (January/March 1981):77-90.
- Jemison, David B. "The Importance of an Integrative Approach to Strategic Management Research." Academy of Management Review 6 (October 1981):601-608.
- Jemison, David B. "The Contributions of Administrative Behavior to Strategic Management." Academy of Management Review 6 (October 1981):633-642.
- Jonsson, Sten A., and Lundin, Rolf A. "Myths and Wishful Thinking as Management Tools." In <u>Prescriptive Models of Organizations</u>, pp. 157-170. Edited by Paul C. Nystrom and William H. Starbuck. North-Holland, 1977.
- Kantrow, Alan M. "The Strategy-Technology Connection." <u>Harvard Business</u>
 Review 58 (July/August 1980):6-21.
- Karber, David J., and McPhee, Donald A. "Planning for 1979 and Beyond: A Process for Studying Program Viability." <u>Planning for Higher Education</u>, 8 (March 1980):27-30.
- Katz, Robert L. <u>Cases and Concepts in Corporate Strategy</u>. Englewood Cliffs, N. J.: Prentice-Hall, Inc., 1970.



- Kaufmann, F. "On Making Strategic Decisions." <u>Innovation</u> 20 (April 1971):18-27.
- Keller, George. Academic Strategy: The Management Revolution in American Higher Education. Baltimore: The John Hopkins University Press, 1983.
- Kemerer, Frank R., and Satryb, Ronald P. <u>Facing Financial Exigency:</u>
 <u>Strategies for Educational Administrators</u>. Lexington, Mass.: D. C. Heath and Company/Lexington Books, 1977.
- Kennedy, William R. "Program Evaluation for Strategic Planning in the Two Year College." Paper presented at the Annual Meeting of the North Central Region of the American Educational Research Association Special Interest Group for Community Junior College Research, Columbus, Ohio, 10-11 July 1980.
- Kennedy, William R. "Strategic Planning and Program Evaluation in the Community College." Paper presented at the Annual Meeting of the American Educational Research Association, Los Angeles, 13-17 April 1981.
- Kerchner, Charles, and Schuster, Jack. "The Uses of Crisis." Review of Higher Education 5 (Spring 1982):121-141.
- Kerr, Clark. "Administration of Higher Education in an Era of Change and Conflict." In Conflict, Retrenchment, and Reappraisal: The Administration of Higher Education. Edited by Clark Kerr, et al. Champaign, Ill.: University of Illinois Press, 1979.
- Khandwalla, Pradip N. "The Techno-Economic Ecology of Corporate Strategy." <u>Journal of Management Studies</u> 13 (March 1976): 62-75.
- Kiechel, Walter, III. "The Decline of the Experience Curve." Fortune 104 (October 5, 1981):139-46.
- Kiechel, Walter, III. "Three (or Four, or More) Ways to Win." Fortune 104 (October 19, 1981):181,184,188.



- Keisler, Sara, and Sproull, Lee. "Managerial Response to Changing Environments: Perspectives on Problem Sensing from Social Cognition." Administrative Science Quarterly 27 (December 1982):548-570.
- King, William R., and Cleland, David I. "Decision and Information Systems for Strategic Planning." <u>Business Horizons</u> 16 (April 1973):29-36.
- King, William R., and Cleland, David I. "Developing a Planning Culture for More Effective Strategic Planning." <u>Long-Range Planning</u> 7 (June 1974):70-74.
- King, William R., and Cleland, David I. "Information for More Effective Strategic Planning." Long Range Planning 10 (February 1977):59-64.
- King, William R., and Cleland, David I. <u>Strategic Planning and Policy</u>. New York: Van Nostrand Reinhold Co., 1978.
- Koontz, Harold. "Making Strategic Planning Work." In <u>The Practice of Planning: Strategic, Administrative, Operational</u>. Edited by L. Reinharth, H. J. Shapiro, and K. Kallman. New York: Van Nostrand Reinhold, 1980.
- Kotler, Philip. "Strategies for Introducing Marketing into Nonprofit Organizations." <u>Journal of Marketing</u> 43 (January 1979):37-44.
- Kotler, Philip. <u>Marketing for Nonprofit Institutions</u>, 2nd edition. New York: Prentice-Hall, 1982.
- Kotler, Philip, and Murphy, Patrick E. "Strategic Planning for Higher Education." The Journal of Higher Education 52 (September/October 1981):470-89.
- Kotter, J. P., and Schlesinger, L. A. "Choosing Strategies for Change."

 <u>Harvard Business Review</u> 57 (March-April 1979):106-114.
- Kriebel, D. H. "The Strategic Dimension of Computer Systems Planning.

 Long-Range Planning 1 (1968):7-12.



- Krieken, J. "Formulating and Implementing a More Systematic Approach to Strategic Management." Management Review 69 (July 1980):25-26.
- Ladd, D. R. Change in Educational Policy: Self-Studies in Selected Colleges and Universities. New York: McGraw-Hill, 1970.
- Learned, E. P.; Christensen, C. R.; Andrews, K. R.; and Guth, W. R. Business Policy. Homewood, Ill.: Richard D. Irwin, Inc., 1969.
- Leister, D. V. "Identifying Institutional Clientele." <u>Journal of Higher</u> Education 46 (July-August 1975):381-98.
- Lelong, Donald, and Hinman, Martha. <u>Implementation of Formal Planning:</u>
 <u>Strategies for the Large University</u>. Ann Arbor, Mich.: Center for the Study of Higher Education, University of Michigan, 1982.
- Lenz, R. T. "Strategic Capability: A Concept and Framework for Analysis." Academy of Management Review 5 (April 1980):225-234.
- Lenz, R. T. "Environment, Strategy, Organization Structure and Performance: Patterns in One Industry." <u>Strategic Management Journal</u> 1 (July/September 1980):209-226.
- Lenz, R. T. "Determinants of Organizational Performance: An Interdisciplinary Review." <u>Strategic Management Journal</u> 2 (April/June 1981):131-54.
- Levine, Charles H. "Organizational Decline and Cutback Management."

 <u>Public Administration Review</u> 38 (July/August 1978):316-25.
- Litschert, R. J., and Bonham, T. W. "Conceptual Models of Strategy Formulation." Academy of Management Review 3 (April 1978):211-219.
- Logan, J. P., and Newman, W. H. <u>Strategy, Policy, and Central Management</u>. Cincinnati, Southwestern Publishing Company, 1976.
- Lorange, Peter, and Vancil, Richard F. "How to Design a Strategic Planning System." <u>Harvard Business Review</u> 54 (September/October 1976):75-81.



- Lorange, Peter, and Vancil, Richard F. <u>Strategic Planning Systems</u>. Englewood Cliffs: Prentice-Hall, 1977.
- Lyles, M. A. "Formulating Strategic Problems: Empirical Analysis and Model Development." <u>Strategic Management Journal</u> 2 (January/March 1981):61-76.
- MacMillan, I. C. <u>Strategy Formulation: Political Concepts</u>. St. Paul, Minn.: West Publishing Company, 1978.
- March, James G. "Footnotes to Organizational Change." Administrative Science Quarterly 26 (December 1981):563-577.
- Mason, Richard O. "A Dialectical Approach to Strategic Planning."

 Management Science 15 (April 1969): B-403-B-414.
- Mason, Richard O., and Mitroff, Ian I. Challenging Strategic Planning Assumptions. New York: John Wiley & Sons, 1981.
- Mayhew, Lewis B. <u>Surviving the Eighties</u>. San Francisco: Jossey-Bass, 1979.
- McKay, Charles W., and Cutting, Guy D. "A Model for Long Range Planning in Higher Education." Long Range Planning 7 (October 1974):58-60.
- McKinney, G. W. "An Experimental Study of Strategy Formulation Systems."
 Thesis, Stanford University Graduate School of Business, 1969.
- McMillan, Charles J., and Horvath, Deszo, (Eds.) "Behavioral Models of Strategy Formulation." <u>International Studies of Management and Organization IX</u>, 3-4 (Fall 1979 and Winter 1979-80).
- McNichols, Thomas J. <u>Executive Policy and Strategic Planning</u>. New York: McGraw-Hill, 1977.
- Menke, Michael. "Strategic Planning in an Age of Uncertainty."

 Long-Range Planning 12 (August 1979):27-34.



- Mericle, Mary F. "The External Environment: Effects of Change on Environmental Dynamics and Complexity." In <u>The Study of Organizations</u>, pp. 59-64. Edited by Daniel Katz, Robert L. Kahn, and J. Stacy Adams. San Francisco: Jossey-Bass, 1980.
- Merson, John C., and Qualls, Robert L. <u>Strategic Planning for Colleges</u>
 and <u>Universities: A Systems Approach to Planning and Resource</u>
 Allocation. San Antonio: Trinity University Press, 1979.
- Michael, D. On Learning to Plan-and Planning to Learn: The Social Psychology of Changing Toward Future-Responsive Societal Learning. San Francisco: Jossey-Bass, 1973.
- Miles, Raymond, et al. "Organizational Strategy, Structure, and Process."

 <u>Academy of Management Review</u> 3 (July 1978):546-562.
- Miles, Raymond E., and Snow, C. C. <u>Organizational Strategy. Structure</u>, and Process. New York: McGraw-Hill, 1978.
- Miles, Robert H. and Cameron, Kim S. <u>Coffin Nails and Corporate</u> <u>Strategies</u>. Englewood Cliffs, NJ: Prentice-Hall, 1982.
- Miller, Danny, and Friesen, Peter H. "Strategy-Making in Context: Ten Empirical Archetypes." <u>Journal of Management Studies</u> 14 (September 1977):253-280.
- Miller, Danny, and Friesen, Peter. "Archetypes of Strategy Formulation."

 <u>Management Science</u> 24 (May 1978):253-80.
- Miller, Danny; DeVries, Manfred F. R. Kets; and Toulouse, Jean-Marie.
 "Top Executive Locus of Control and Its Relationship to
 Strategy-Making, Structure, and Environment." Academy of Management
 Journal 25 (June 1982):237-253.
- Mingle, James (Ed.). Challenges of Retrenchment: Strategies for Consolidating Programs, Cutting Costs, and Reallocating Resources. San Francisco: Jossey-Bass, 1981.
- Minkes, A. L., and Foxall, G. R. "Entrepreneurship, Strategy and Organization: Individual and Organization in the Behavior of the Firm." <u>Strategic Management Journal</u> 1 (October/December 1980):295-302.



- Mintzberg, Henry. "Strategy-Making in Three Modes." <u>California</u>

 <u>Management Review</u> 16 (Winter 1973):44-53.
- Mintzberg, Henry. "Patterns in Strategy Formation." Management Science 24 (May 1978):934-48.
- Mintzberg, Henry. "Organization Power and Goals: A Skeletal Theory." In Strategic Management: A New View of Business Policy and Planning, pp. 64-84. Edited by Dan E. Schendel and Charles W. Hofer. Boston: Little, Brown and Company, 1979.
- Mintzberg, Henry. "An Emerging Strategy of Direct Research."

 Administrative Science Quarterly 24 (December 1979):18-34.
- Mitroff, Ian I. "A Communication Model of Dialectical Inquiring Systems--A Strategy for Strategic Planning." Management Science 17 (June 1971): B-634-B-648.
- Mitroff, Ian I.; Barabba, U. P.; and Kilmann, R. "The A ication of Behavioral and Philosophical Technologies to Strat Planning: A Case Study of a Large Federal Agency." Management 1977):44-58.
- Mitroff, Ian I., and Emshoff, James R. "On Strategic Assumption- Making:
 A Dialectical Approach to Policy and Planning." Academy of
 Management Review 4 (January 1979):1-12.
- Mitroff, Ian I.; Emshoff, James R.; and Kilmann, Ralph H. "Assumption Analysis: A Methodology for Strategic Problem Solving." Management Science 25 (June 1979): 583-593.
- Mooney, Ross. "The Problem of Leadership in the University." Harvard Educational Review 33 (Winter 1963):42-57.
- Morgan, Anthony W., and Newell, L. Jackson. "Strategic Planning at a Small College: To be Comprehensive or to be Distinctive." <u>Planning</u> for Higher Education 9 (Summer 1981):29-33.
- Mumford, E., and Pettigrew, A. <u>Implementing Strategic Decisions</u>. London: Longman, 1975.



- Murray, E. A. "Strategic Change as a Negotiated Outcome." Management Science 24 (May 1978):960-972.
- Murray, John A. "Toward a Contingency Model of Strategic Decision."

 International Studies of Management and Organization 8
 (1978-79):7-34.
- Murray, Victor V., and Jick, Todd D. "Strategic Decision Responses to Hard Times in Public Sector Organizations." Academy of Management Proceedings (1981):339-343.
- Newman, William H. "Shaping the Master Strategy of Your Firm."

 <u>California Management Review</u> 9 (Spring 1967).
- Newman, William H. "Commentary." <u>Strategic Management: A New View of Business Policy and Planning</u>. Edited by Dan E. Schendel and Charles W. Hofer. Boston: Little, Brown and Co., 1979
- Newman, William H., and Logan, James P. <u>Strategy, Policy, and Central Management</u>, Sixth Edition. Cincinnati: Southwestern Publishing Co., 1971.
- Nordvall, Robert C. The Process of Change in Higher Education Institutions. Washington, D.C.: American Association for Higher Education, 1982.
- Ouchi, William. "A Framework for Unterstanding Organizational Failure." In The Organizational Life Cycle, pp. 393-429. Edited by John R. Kimberly, Robert H. Miles and Associates. San Francisco: Jossey-Bass, 1980.
- Paine, Frank T., and Anderson, Carl R. "Contingencies Affecting Strategy Formulation and Effectiveness: An Empirical Study." <u>Journal of Management Studies</u>, 14 (June 1977):147-158.
- Paine, Frank T., and Anderson Carl R. <u>Strategic Management</u>. Chicago: The Dryden Press, 1983.
- Paine, Frank T., and Naumes, William. Strategy and Policy Formation: An Integration Approach. Philadelphia: Saunders, 1974.

- Paine, Frank T., and Naumes, William. <u>Organizational Strategy and Policy</u>. Philadelphia: W. B. Saunders Company, 1978.
- Paul, R. N.; Donavan, N. B.; and Taylor, J. W. "The Reality Gap in Strategic Planning." <u>Harvard Business Review</u> 56 (May/June 1978):124-130.
- Pearce, John A. II, and DeNisi, Angelo S. "Attribution Theory and Strategic Decision Making: An Application to Coalition Formation."

 <u>Academy of Management Journal</u> 26 (March 1983):119-128.
- Peck, Robert D. "The Entrepreneurial College Presidency." Educational Record 64 (Winter 1983):18-25.
- Peters, Thomas J., and Waterman, Robert H. Jr. <u>In Search of Excellence:</u>
 <u>Lessons from America's Best-Run Companies</u>. New York: Harper & Row,
 1982.
- Peterson, M. "Alternative Strategies for Planning the Institution-Environment Interface." In <u>Improving the Processes of Administration in Higher Education</u>. Edited by C. Adams. Washington, D. C.: Association of Instrumental and Decision Sciences, 1977.
- Pettigrew, Andrew M. "Strategy Formulation as a Political Process."

 International Studies of Management and Organization 7 (1977):78-87
- Pettigrew, Andrew M., and Mumford, E. <u>Implementing the Strategic</u>
 <u>Decisions</u>. London: Longmans, 1975.
- Pfeffer, J., and Salancik, G. R. <u>The External Control of Organizations:</u>

 A Resource Dependence Perspective. New York: Harper & Row Publishers, Inc., 1978.
- Pitts, R. A. "Diversification Strategies and Organizational Policies of Large Diversified Firms." <u>Journal of Economics and Business</u> 28 (Spring/Summer 1976):181-188.
- Pitts, R. A. "Strategies and Structures for Diversification." <u>Academy of Management Journal</u> 20 (June 1977):197-208.



- Porter, Michael E. "How Competitive Forces Shape Strategy." Harvard Business Review 57 (March/April 1979):137-145.
- Poulton, Nick L. "Strategies of Large Universities." In <u>Improving</u>
 Academic Management, pp. 626-50. Edited by Paul Jedamus, Marvin W.
 Peterson and Associates. San Francisco: Jossey-Bass, 1980.
- Quinn, James Brian. "Strategic Goals: Process and Politics." Sloan Management Review 18 (January 1977):21-37.
- Quinn, James Brian. "Strategic Change: Logical Incrementalism." Sloan Management Review 19 (Fall 1978):7-21.
- Quinn, James Brian. "Managing Strategic Change." Sloan Management Review 21 (Summer 1980):3-20.
- Quinn, James Brian. <u>Strategies for Change: Logical Incrementalism</u>. Homewood, Ill.: Irwin, 1980.
- Radford, K. J. <u>Information Systems for Strategic Decisions</u>. Toronto: Reston Publications, 1978.
- Radford, K. J. <u>Strategic Planning: An Analytical Approach</u>. Toronto: Reston Publications, 1980.
- Rapoport, Nancy Lee. "Strategic Management in Hostile Environments: Case Studies of Organization-Environment Relations in the Hospital."

 Ph.D. dissertation, Columbia University, 1980.
- Rawls, James R., and Rawls, Donna J. "Towards Better Selection and Placement of Strategic Managers." In From Strategic Planning to Strategic Management, pp. 229-242. Edited by H. Igor Ansoff, Roger P. Declerck, and Robert L. Hayes. New York: John Wiley & Sons, 1976.
- Redinbaugh, L. D., and Redinbaugh, D. F. "Theory Z Management at Colleges and Universities." Educational Record 64 (Winter 1983):26-30.

- Reinharth, Leon, Shapiro, H. Jack, and Kallman, Ernest. The Practice of Planning: Strategic, Administrative, Operational. New York: Van Nostrand Reinhold, 1980.
- Richards, M. D. "An Exploratory Study of Strategic Failure." Academy of Management Proceedings (1973).
- Riesman, David. "Planning in Higher Education: Some Notes on Patterns and Problems." <u>Human Organizations</u> 18 (Spring 1958):12-17.
- Riesman, David. On Higher Education: The Academic Enterprise in an Era of Rising Student Consumerism. San Francisco: Jossey-Bass, 1980.
- Riesman, David, and Stadtman, Verne (Eds.). <u>Academic Transformation</u>. New York: McGraw-Hill, 1973.
- Roberts, Gary B. "Strategic Thrust, Environmental Alignment and Performance: A Field Study of the Strategic Management of Not-For-Profit Organizations--Five Liberal Arts Colleges in Georgia." Ph.D. disseration, Georgia State University, 1982.
- Roberts, Gary B. "Strategic Thrust, Environmental Alignment, and Performance: A Small Sample Field Study of Not-for-Profit Organizations." Working paper, University of Tennessee, Knoxville, 1983.
- Rossmeier, Joseph G. "Taking Charge of the Eighties: Planning and Management in Higher Education." Paper presented at the Annual Meeting of the Southern Association of College and University Business Officer, Williamsburg, VA, February 18, 1980.
- Rothschild, W. <u>Putting It All Together: A Guide To Strategic Thinking</u>.

 New York: American Management Association, 1976.
- Rubin, Irene. "Loose Structure, Retrenchment, and Adaptability."

 <u>Sociology of Education</u> 52 (October 1979):211-222.
- Rumelt, Richard P. <u>Strategy, Structure and Economic Performance</u>. Cambridge: Harvard University Press, 1974.



- Salter, Malcolm S., and Weinhold, Wolf A. <u>Diversification Through</u>
 Acquisition: Strategies for Creating Economic Value. New York:
 Free Press. 1979.
- Saunders, Charles B., and Thompson, John C. "A Survey of the Current State of Business Tolicy Research." <u>Strategic Management Journal</u> 2 (April/June 1980):119-130.
- Saunders, C. E. "What Should We Know About Strategy Formulation."

 Academy of Management Proceedings (1972).
- Schellenberger, Robert E., and Boseman, Glenn F. <u>Policy Formulation and Strategy Management</u>. Santa Barbara: John Wiley and Sons, 1978.
- Schendel, Dan E., and Hatten, Kenneth J. "Strategic Planning and Higher Education: Some Concepts, Problems, and Opportunities." Reprint No. 442. Lafayette, Ind.: Institute for Research in the Behavioral, Economic, and Management Sciences, Purdue University, 1972.
- Schendel, Dan E., and Hofer, Charles W. <u>Strategic Management: A New View of Business Policy and Planning</u>. Boston: Little, Brown and Company, 1979.
- Schendel, Dan E., and Patton, R. G. "Corporate Stagnation and Turnaround." <u>Journal of Business and Economics</u> 28 (Spring/Summer 1976):236-241.
- Schendel, Dan E., and Patton, Richard G. "A Simultaneous Equation Model of Corporate Strategy." <u>Management Science</u> 24 (November 1978):1611-1621.
- Schendel, Dan E., Patton, Richard, and Riggs, James. "Corporate Turnaround Strategies: A Study of Profit Decline and Recovery."

 Journal of General Management 3 (Spring 1976):3-11.
- Schoeffler, S.; Buzzell, R. D.; and Heany D. F. "Impact of Strategic Planning on Profit Performance." <u>Harvard Business Review</u> 52 (March-April 1974):137-145.



- Scigliano, John A. "Strengthening Hope and Purpose in Community College Futures through Strategic Marketing Planning." <u>Community Services</u>
 <u>Catalyst</u> 11 (Winter 1981):16-21.
- Scigliano, John A. "Techniques of Strategic Planning and Marketing for Higher Education Programs." Paper presented at the Annual Meeting of the Association for the Study of Higher Education, Washington, D.C., 3-4 March, 1981.
- Scigliano, John A. "Strategic Marketing Planning: Creative Strategies for Developing Unique Income Sources." Paper presented at the Annual Conference of the National Council on Community Services and Continuing Education, Danvers, Mass., 20-22 October 1980.
- Shirley, Robert C. "Strategic Decision Making in Colleges and Universities." Paper presented at the Annual Forum of the Association for Institutional Research, Houston, 21-25 May 1978.
- Shirley, Robert C. "Limiting the Scope of Strategy: A Decision Based Approach." Academy of Management Review 7 (April 1982):262-268.
- Shirley, Robert C., and Caruthers, Kent J. "Strategic Planning for Higher Education." Paper presented at the 19th Annual Meeting of the American Association of State Colleges and Universities. San Antonio, Texas, 20 November 1979.
- Shirley, Robert C.; Peters, Michael H.; and El-Ansary, Adell. "Strategy Formulation: Relating Environmental Forces to Internal Capabilities and Values." In <u>Strategy and Policy Formation</u>, pp. 68-84. Edited by Robert C. Shirley, Michael H. Peters, and Adell El-Ansary. New York: John Wiley & Sons, 1981.
- Shirley, Robert, and Volkwein, J. Fredericks. "Establishing Academic Program Priorities." <u>Journal of Higher Education</u> 49 (September-October 1978):472-488.
- Shrivastava, Paul. "Strategic Decisionmaking Process: The Influence of Organizational Learning and Experience." Ph.D. dissertation, University of Pittsburgh, 1981.



- Simon, Herbert A. "The Architecture of Complexity." In <u>Readings in Managerial Psychology</u>, Second Edition, pp. 644-673. Edited by Harold J. Leavitt and Louis R. Pondy. Chicago: University of Chicago Press, 1973.
- Smart, Carolyne, and Vertinsky, Ilan. "Designs for Crisis Decision Units." Administrative Science Quarterly 22 (December 1977):640-657.
- Snow, Charles C., and Hambrick, Donald C. "Measuring Organizational Strategies: Some Theoretical and Methodological Problems." <u>Academy of Management Review</u> 5 (October 1980):527-38.
- Snow, Charles C., and Hrebiniak, L. G. "Strategy, Distinctive Competence, and Organizational Performance." Administrative Science Quarterly 25 (June 1980):317-335.
- Snowden, Barry L. "Strategic Planning in a Crisis: The Case of Athabasca University." Planning for Higher Education 9 (Summer 1981):34-39.
- Snyder, Neil H., and Glueck, William F. "Can Environmental Volatility Be Measured Objectively?" <u>Academy of Management Journal</u> 25 (March 1982):185-192.
- Soleburg, William. "Strategic Planning: Metaphor or Method?" Policy and Politics 9 (October 1981):419-437.
- Steiner, George A. Strategic Planning. New York: The Free Press, 1979.
- Steiner, G. A., and Miner, J. B. <u>Management Policy and Strategy</u>. New York: Macmillan Publishing Co., Inc., 1977.
- Stewart, C. T., and Harvey, T. R. (Eds.). <u>Strategies for Significant</u>
 <u>Surviyal</u>. New Directions for Higher Education Series, no. 12. San
 Franciso: Jossey-Bass, 1975.
- Stonich, P. J. "Using Rewards in Implementing Strategy." <u>Strategic</u>
 <u>Management Journal</u> 4 (October/December 1981):345-352.

- Strauch, Ralph. <u>Strategic Planning as a Perceptual Process</u>. Santa Monica: Rand Corporation, 1981.
- Summer, C. E. <u>Strategic Behavior in Business and Government</u>. Boston: Little, Brown and Co., 1979.
- Tatham, Elaine. "Community Colleges: Enrollment Trends and Marketing Processes-Their Impact on Strategic Planning." Paper presented at the Annual Forum of the Association for Institutional Research, Houston, Texas, 21-25 May 1978.
- Taylor, Bernard. "Strategies for Planning." Long-Range Planning 8 (August 1975):27-40.
- Taylor, Bernard. "Conflict of Values-The Central Strategy Problem."

 Long-Range Planning 8 (December 1975):20-24.
- Thomas, Dan R. E. "Strategy is Different in Service Businesses." <u>Harvard</u>
 <u>Business Review</u> 56 (July/August 1978):158-65.
- Thomas, Raymond. "Corporate Strategic Planning in a University." Long
 Range Planning 13 (October 1980):70-78.
- Tichy, Noel M. "Managing Change Strategically: The Technical, Political, and Cultural Keys." Organizational Dynamics (Autumn 1982):59-80.
- Tichy, Noel. Managing Strategic Change: Technical, Political, and Cultural Dynamics. New York: John Wiley & Sons, 1982.
- Toll, John S. "Strategic Planning: An Increasing Priority for Colleges and Universities." Change 14 (May/June 1982):36-37.
- Tonn, Joan Carol. "Organizational Adaptability in Selected Small Colleges." Ph.D. dissertation, University of Michigan, Ann Arbor, 1973.
- Trow, Martin. "The Expansion and Transformation of Higher Education."

 International Review of Education 18 (February-March 1972):61-82.



- Tuason, R. "Corporate Life Cycle and the Evaluation of Corporate Strategy." Academy of Management Proceedings (1973).
- Unterman, Israel, and Davis, Richard Hart. "The Strategy Gap in Not-For-Profits." <u>Harvard Business Review</u> 59 (May/June 1982):30-40.
- Uyterhoeven, H.; Ackerman, R.; and Rosenblum, J. <u>Strategy and</u> <u>Organization</u>. Homewood, Ill.: Richard D. Irwin, 1973.
- Van Cauwenbergh, Andre, and Cool, Karen. "Strategic Management in a New Framework." <u>Strategic Management Journal</u> 3 (July/September 1982):245-265.
- Vancil, Richard F. "Strategy Formulation in Complex Organizations."

 Sloan Management Review 17 (Winter 1976):1-18.
- Vancil, Richard F., and Lorange, Peter. "Strategic Planning in Diversified Companies." <u>Harvard Business Review</u> 53 (January/February 1975):81-90.
- Vaughan, Jerry L. "Strategic Planning: The Long Range Future of Community Colleges." Report by the projections committee on accreditation reaffirmation at the College of the Mainland, Texas City, Texas, August 1982.
- Wagner, G. R. "Strategic Thinking Supported by Risk Analysis." Long
 Range Planning 13 (June 1980):61-68.
- Wagner, Gerald R. "Enhancing Creativity in Strategic Planning Through Computer Systems." Managerial Planning 28 (July-August 1979):10-17.
- Ward, John L. "The Opportunity to Measure Strategic Variables: An Attempt to Quantify Product-Market Diversity." <u>Journal of Economics and Business</u> 28 (Spring-Summer 1976):219-226.
- Weick, Karl. "Educational Organizations as Loosely Coupled Systems."

 <u>Administrative Science Quarterly</u> 21 (March 1976):1-19.



- Wheelwright, Steven C. "An Experimental Analysis of Strategic Planning Procedures." <u>Journal of Business Policy</u> 3 (March 1973):61-74.
- Wilson, I. H. "Reforming the Strategic Planning Process: Integration of Social Responsibility and Business Needs." In Management Policy and Strategy. Edited by G. A. Steiner and J. B. Miner. New York: Macmillan Publishing Co., Inc., 1977.
- Wissema, J. G.; Brand, A. F.; and Van der Pol, H. W. "The Incorporation of Management Development in Strategic Management." <u>Strategic Management Journal</u> 4 (October/December 1981):361-378.
- Woo, C. Y. Y., and Cooper, A. C. "Strategies of Effective Low Share Businesses." <u>Strategic Management Journal</u> 2 (July/September 1981):301-318.
- Wood, Kenneth L., and Wood, Susan Hawthorne. "Are Corporate Strategic Planning Techniques Useful in Public Higher Education." Paper presented at the joint conference of the Southern Association for Institutional Research and the North Carolina Association for Institutional Research, Charlotte, North Carolina, 29-30 October 1981.
- Woodward, H. N. "Management Strategies for Small Companies." Harvard Business Review 54 (January/February 1976):113-121.
- Wormley, Wayne Marvin. "Factors Related to the Ability of Certain Small, Private, Liberal Arts Colleges to Cope with the New Depression in Higher Education." Ph.D. dissertation, Stanford University, 1978.
- Wortman, M. S. "Strategic Planning: Not-For-Profit Organizations." In <u>Strategic Management</u>, pp. 353-373. Edited by D. F. Schendel, and C. W. Hofer. Boston: Little, Brown and Company, 1979.
- Wright, Claire B., (Ed.) <u>Developing a Comprehensive Cooperative Education</u>

 <u>Program: Strategic Planning Stages</u>. National Commission for

 Cooperative Education, Boston, Mass., August, 1981.
- Yoshihara, H. "Towards a Comprehensive Concept of Strategic Adaptive Behavior of Firms." In <u>From Strategic Planning to Strategic Management</u>. Edited by H. I. Ansoff, R. P. Declerck, and R. L. Hayes. New York: John Wiley and Sons, Inc., 1976.



- Young, Stanley. "Some Dimensions of Strategic Planning for Higher Education." <u>Planning for Higher Education</u> 9 (Summer 1981):1-7.
- Zaltman, G., and Duncan, R. <u>Strategies for Planned Change</u>. New York: John Wiley and Sons, 1977.
- Zammuto, Raymond F. <u>Assessing Organizational Effectiveness: Systems</u>
 <u>Change, Adaptation, and Strategy</u>. Albany: State University of New York Press, 1982.
- Zammuto, Raymond F., and Cameron, Kim S. "A Typology of Environmental Decline and Organizational Response." Working paper. Boulder, Colo.: National Center for Higher Education Management Systems, 1983.
- Zettergren, L. "Financial Issues in Strategic Planning." <u>Long-Range</u> <u>Planning</u> 8 (June 1975):23.

